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AUG 7 1984

MEMORANDUM FOR: Executive Director

FROM: Robert W. Magee  
Director of Personnel

SUBJECT: Excellence and the CT's

Jim:

1. You will be addressing the CT's on 14 August. I am told you would like some thoughts. Following hopefully helpful.

2. The CT's have been exposed to some of our specific achievements  
[redacted] They should, therefore, have some sense of what Excellence is. What causes it?

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3. Credo. Peters and Waterman stress the importance of an organization's culture. One of management's jobs is to identify and articulate--with the employees--values which all share, to establish a sense of mission. That is what the DCI was seeking in the credo creation. I think you could introduce the credo to the CT's and explain to them what it means. That's important.

4. Excellence in Selectivity. We are careful, thorough (and slow) in picking CT's. They know what they went through in processing. The process works and produced many of the current crop of Agency leaders: DDI, DDO, DDO/DIV Chiefs, D/COMMO, D/PERS, D/LOGS are a few.

5. Individual Responsibility: Agency succeeds because of individual initiative. The CT's must live up to their potential--which we know they have--and resist submerging in the bureaucracy. They must dare to take risks; be innovative. They must dare to fail. If they never fail, they didn't try hard enough.

6. Decentralization. While we may look monolithic, we are not. Multiple career services, DCI determination to push authorities down. Attachment A is a summary of steps taken thus far.

7. Objectivity: We are not bi-partisan but a-partisan. Part of Excellence is maintaining our objectivity in face of political winds. I'm sure you've heard Gates or other DDI's talk on this subject. It's a good theme worth stressing with CT's.

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8. Bias for Action: Just like it says in In Search of Excellence, the Agency has a bias for action. It was reflected in all the papers and in response to the DCI's call last January. Some frustration with bureaucracy is inevitable but CT's should be urged to develop the same bias for action--persevere, get the job done, figure out how to solve the problem and get on with it. Their predecessors succeeded and produced the earlier examples of Excellence.

9. The Family of CIA: In return for employee commitment, the Agency fulfills its obligation:

a. Support for employees with problems:

(1) The Medical Staff programs, e.g., annual physicals for all employees, Employee Assistance Program, Weight room, etc.

(2) Public Service Aid Society - \$61,943.90 given out last year.

(3) Educational Aid Fund - \$75,000 a year.

(4) Personal Affairs Branch help to staff, e.g., see Attachment B for one story.

b. Recognition of Excellence

(1). In 1983 the Agency paid out about 1.5 million dollars in bonus stipends and awards.

(2) In 1983 the Agency awarded:

Eight Intelligence Stars

11 DIM's

91 CIM's

29 IMM's

66 ICM's

10. Conclusion: CT's can aspire to any position. I like to conclude sometimes by describing McMahon's career as an example of how Agency can develop its own.

*Hope it helps,*

Robert W. Magee

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Attachments

S E C R E T

31 May 1984

MEMORANDUM FOR: Deputy Director for Administration

FROM: 

Chairman, DAAC

SUBJECT: Reducing Bureaucracy

REFERENCE: Memorandum dated 2 March 1984 to DDA, same subject

1. Following actions were taken relative to the items identified in paragraph 3 of Reference.

Item d. Electronic Funds Transfer - Employees were surveyed as part of the "Excellence" program with the following results.

-- Of the  survey forms distributed 1 March to those employees who receive salary checks at their desks  were completed and returned. Of these, all but  indicate that the employees have checking or other accounts in bona fide financial institutions. Of the 1,650 respondents, 17% indicated no problems foreseen with the EFT process; 47% ( respondents) felt strongly enough against any change from office delivery to specifically mention foreseen problems. Of these, 42% ( respondents) stated their desire to stick with desk delivery because of the personal conveniences desk delivery affords or simply because of personal

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preference. Nearly 58% [ ] respondents) were fearful of computer problems disrupting EFT payments. The only true solution seems to be Agency mandate such as is the case in GSA and the Department of the Air Force. We would not recommend at this time.

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Item g. All the DDA Deputy Office Directors are currently reviewing all routine reporting prepared within their respective offices with an attempt to reduce or eliminate unnecessary reporting. This will be an ongoing reportable item.

Item h. The reimbursement inconsistencies relative to travel to [ ] were resolved among the DDA Deputy Directors concerned.

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Item i. All unnecessary coordinations on promotion actions have been eliminated.

Item j. Local purchasing authority has been delegated to operating components per the revised instructions in [ ]

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2. In addition, the following are forwarded for your review and/or approval:

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d. Recommend monthly promotion reports by each office provided to the DDA be discontinued. A quarterly report (Personnel Report 204B) provides this promotion information and will be continued.

e. [ ] were reviewed and new procedures were developed between OS, OC and OP to significantly reduce the paperwork required [ ] processing procedures.

f. Recommend that memorandum requesting "Addition to Compensation" be sent directly to the Office of Finance without going via the SSA/DDA.

3. Items currently under review.

[ ]

[ ]

[ ]

d. DD/OSP will prepare a study on the amount of routine computer reports generated by ODP for each DDA office. This has been a growth industry that needs to be reviewed.

✓e. OP will review the requirement for the Uniform Selection Report.

4. The following actions were taken within OC to reduce bureaucracy.

a. OC completed a total review of all its policy and procedure orders. This review was to eliminate outdated and unnecessary procedures and practices. The OC Orders were eliminated to be replaced by Agency regulations and notices.

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8. The sub-committees will continue to meet on ad-hoc issues, staff them out and prepare recommendations to the Committee as a whole. The DAAC plans to meet monthly to review all pending and new items and to report to you on same.

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Attachments

Distribution:

- Orig. & 1 - Adse
- 1 - Each DAAC Member
- 1 - Chrono
- 1 - DD/OP Chrono

DD/OF [redacted] 1a/31 May 1984

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2 March 1984

MEMORANDUM FOR: Deputy Director for Administration

FROM:

Chairman, DAAC

SUBJECT: Reducing Bureaucracy

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1. Following several meetings during which we as a group pursued excellence and wrote a brief paper on same, we finally focused our attention on attacking the bureaucracy issue.

2. We held our last meeting on 29 February 1984 where the Committee identified a number of issues to pursue over the next two weeks.

3. To simplify meetings and to reduce the bureaucratic noise resulting from a committee of nine, it was decided to split into two subcommittees comprised as follows:

Committee A

DD/Personnel (Chairman)  
DD/Security  
DD/Logistics  
DD/Communications

Committee B

DD/Finance (Chairman)  
DD/ODP  
DD/OMS  
DD/OTE  
DD/OIS

The initial list of topics for a quick start are as follows:

a. Reducing administrative processing relative to the employee award system--also lower approval authorities when sum is less than \$1,000.

b. Examine requirements for signing T&A cards--why can't a routine 80 hours card, no leave, overtime, etc., be submitted unsigned? Also to review the level of certifying signatures required on all T&A transactions.

c. Feasibility of decentralizing FTE to the office level.

d. Feasibility of requiring electronic funds transfer for all new employees. Also work toward reducing the [ ] employees who still get checks at work.

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e. Examining reprogramming levels with the DDA to be at the same level as those just established by the Comptroller.

f. Review authorities to Office Directors with aim of returning many centralized authorities to the Office Director, i.e., LWOP, advanced sick leave, annuitant contracts.

g. Review all office correspondence to eliminate reducing our routine office, Directorate and Agency reporting requirements.

h. Review inconsistencies within the Directorate relative to local travel reimbursement policies, i.e., travel to

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i. Review mechanical paper procedures in the promotion action to eliminate unnecessary coordinations.

j. Decentralize local purchasing authority to allow individual components to improve response time and efficiency when answering field requirements.

4. For your information, Subcommittee A will review items a, c, i and j while Subcommittee B will review items b, d, e, and h. Items f and g will be reviewed by both Committees relative to their respective offices.

5. In addition, the following items were also addressed but action on these items is currently underway as noted.

-- Promotion to 15 returned to the sub groups--regulation being amended.

-- Waiver of eight hour overtime donation--paper has been forwarded to DDCI.

-- QSI approving authority to the office level--OP is staffing out.

-- SIS accumulated leave payoff plan--currently under review by OP and OGC.

6. Our Subcommittee Chairmen will meet in two weeks to assess Committee findings, receive new tasking and submit recommendations to you.

7. Believe there may be some merit in advertising this Committee's existence to a wider Agency audience. I would suggest we initially approach all Directorate management levels to advise them of our mission and to solicit any "pet peeves" at that time.

8. We have also received a number of suggestions from outside the DDA only to discover upon investigation they had already been implemented.

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May 29, 1984

DIRECTOR OF PERSONNEL NOTESAn Example of Excellence

A major responsibility of the Office of Personnel is to ensure that current and former Agency employees receive all benefits due them as efficiently and expeditiously as possible. One of our personnel careerists recently took what I consider to be an exemplary approach in serving the needs of those who deserve our fullest support, and I cite it with pleasure and gratification.

A former NOC officer suffered a loss of hearing during his employment and submitted a claim for benefits under the provisions of Labor Compensation laws before his separation. Such claims are difficult to establish and have approved. They require great attention to detail and extensive coordination of data among the claimant, the doctors, the Agency and the Department of Labor, and these coordinations must be carefully monitored to assure timely action.

It would have been easy to give this case low priority. Fortunately, the responsible claims officer pursued it with vigor. She not only handled the claim with professional competence but also became the former employee's point of contact in the Agency on many matters associated with his separation. All of this was done with such warmth and empathy that she received notes of thanks not only from the former employee but also from his wife and daughter. And the claimant was awarded several thousands of dollars!

There is little I can add to the words of the former employee in expressing his appreciation:

"This old soldier of democracy will never forget the close support received from you and the many courtesies extended by the staff."

I realize that this is but one example of excellence among our Personnel careerists, and I intend to share others with you as they come to my attention. I ask that you relay such incidents to me promptly.

A handwritten signature in cursive script, reading "Robert W. Magee".  
Robert W. Magee

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